



**Working Together: Models for Effective Partnerships**  
Rollin Seward  
Franklin County, Ohio



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### How to Partner

- Identify common interests and goals
- Work with mutual partner to coordinate and implement those goals
- Build on partnership to implement new goals and initiatives to meet community needs
- With each new partnership, focus on doing better and doing more



Side 2

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### City County Partnership

- Consolidated Plan
- Combined Funding
- Projects in the City serving residents of both jurisdictions
- Coordinated selection of projects
- Sharing of certain administrative responsibilities
- Marketing, environmental review, CHDO oversight
- Joint HOME application for tax credit projects



Side 3

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## Community Shelter Board

- Nonprofit organization created by community partners as a collective response to homelessness
- Set ambitious goals to end homelessness in Central Ohio
- Access, Crisis Response, Transition, and Advocacy
- Oversees funding for homelessness prevention initiatives, emergency shelters, housing services, and supportive housing.



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## Rebuilding Lives Initiative

- Partnership with Community Shelter Board and others to strategically select which rental housing projects to fund jointly through HOME
- Goal: End homelessness through the coordinated support of housing projects and initiatives
- Benefits from this partnership
  - Greater efficiency in project oversight
  - 240 units of supportive housing produced with an additional 130+ units under construction
  - Franklin County affordable housing leverage ratio of 39:1



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## National Church Residences

- National Church Residences (NCR), a nonprofit developer, has a long-standing relationship with Rebuilding Lives, Franklin County, and Columbus
  - Working together since 1995
- Recent Projects
  - Westerville Woods Senior Housing (40 HOME units)
  - Woods at Central College (39 HOME units)
  - Commons at Chantry (100 HOME units)
  - Commons at Grant (50 HOME units)



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## National Church Residences Model

- NIMBYism and the “Good Neighbor” Agreement
  - Informs surrounding community of housing project and forms a partnership during pre-development phase to alleviate concerns and ensure the project’s acceptance in the community
- Innovative permanent supportive housing model
  - On-site health care, including mental health assistance
  - Connects residents to employment and social needs



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## Commons at Buckingham

- 100-unit permanent supportive housing project located in Downtown Columbus
- 75 units set aside for Rebuilding Lives candidates
- Links residents to social, educational, therapeutic, vocational, and health care support programs on-site and in the surrounding community
- Rebuilding Lives candidates are homeless at the time of admission into the program



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## Commons at Buckingham

- On-site Services and Providers
  - Abbott Labs – Employment services
  - ADAMH of Franklin County – Full-time psychiatric nurse
  - Columbus Foundation – Employment specialist
  - Osteopathic Heritage Foundation – Donation of computers/equipment



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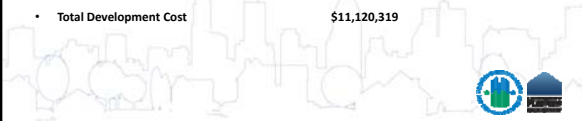
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## Commons at Buckingham

**Funding provided by the following partners**

• City of Columbus and Franklin County HOME	\$1,750,000
• HUD McKinney Vento SHP Award	\$338,342
• OHFA Housing Trust Fund Loan	\$1,000,000
• Federal Home Loan Bank AHP Grant	\$1,000,000
• LIHTC Equity	\$6,935,482
• GP Equity	\$694
• Enterprise Green Communities Grant	\$25,000
• Huntington Bank Donation	\$500
• Construction Period Interest	\$70,301
• <b>Total Development Cost</b>	<b>\$11,120,319</b>



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## Commons at Buckingham

**Uses of funds**

• Land Acquisition Cost	\$304,549
• Construction and Development Costs	\$7,416,794
• Professional Fees & Soft Cost	\$2,080,249
• Financing Cost	\$307,328
• Tax Credit & Syndication Costs	\$338,908
• Start-Up, Reserve & Escrow	\$672,491
<b>Total</b>	<b>\$11,120,319</b>



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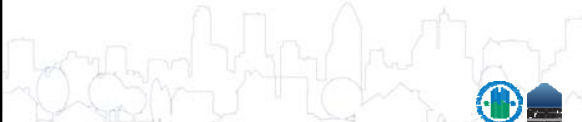
## Commons at Buckingham

**Construction Period Sources**

• Affordable Housing Trust of Columbus and Franklin County	\$1,000,000
• Ohio Housing Finance Agency HTF Bridge Loan	\$1,500,000

**Other Sources**

Columbus Metropolitan Housing Authority      100 Project Based Section 8 Vouchers



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## HOME Funding

- 75% of Buckingham tenants are Rebuilding Lives candidates
  - Formerly homeless
- 25% of the units are set-aside for very low-income (30% AMI) tenants with disabilities
- HOME funding made deep income targeting and serving the Rebuilding Lives population possible for this new construction project



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## Commons at Buckingham



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## Commons at Buckingham



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## Outcomes of Partnerships

- Ability to produce more units of permanent supportive housing through combined funding
- Especially important as County's HOME resources are shrinking
- Higher leveraging figures through partnerships with private funders strengthens the County's reputation and financial standing, thus increasing its ability to do similar projects in the future
- Upcoming NCR projects reflecting this model are under construction in Central Ohio
  - Commons at Livingston (July 2011): 50 units
  - Commons at Third (Late 2012): 100 units



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**Gordon H. Mansfield Veterans  
Community Pittsfield, MA**

39 Limited Equity Cooperative  
Housing




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**Soldier On Gordon H. Mansfield  
Veterans Community**



CHANGING THE END OF THE STORY [wesoldieron.org](http://wesoldieron.org)




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**Gordon H. Mansfield Veterans Community Pittsfield,  
MA  
Partners**

- Commonwealth of Massachusetts
- Deval Patrick, Governor
- Department of Housing and Community Development
- Francena T. Brooks, Undersecretary
- Mass Housing
- Thomas R. Gleason, Executive Director
- United States Department of Housing and Urban Development
- Under the leadership of Congressman John W. Olver
- 1<sup>st</sup> Congressional District
- HOME Investment Partnership Program
- Neighborhood Initiative Grant
- City of Pittsfield
- James M. Ruberto, Mayor
- Federal Home Loan Bank- Boston
- Berkshire Bank, Pittsfield, MA

**General Contractor:**  
Salco Construction Co, Inc.  
Pittsfield, MA

**Architect:**  
Elton & Hampton Architects  
Boston, MA

**Development Consultants:**  
Berkshire Housing Development Corporation  
Pittsfield, MA

**MBL Housing and Development, Inc**  
Springfield, MA

**Owner's Representative & Consulting Engineer:**  
SK Design Group, Inc.  
Pittsfield, MA



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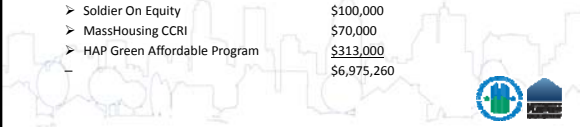
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**Gordon H. Mansfield Veterans Community Pittsfield, MA**

**Limited Equity Cooperative Housing**

- Funding
  - FHLB-AHP Direct Subsidy \$350,000
  - Berkshire Bank AHP Perm Loan \$601,000
  - Neighborhood Initiative \$792,000
  - Neighborhood Initiative \$885,000
  - DHCD HOME \$720,000
  - Community Based Housing Fund \$144,260
  - Housing Innovations Fund \$1,500,000
  - Affordable Housing Trust Fund \$1,500,000
  - Soldier On Equity \$100,000
  - MassHousing CCRI \$70,000
  - HAP Green Affordable Program \$313,000
  - \$6,975,260



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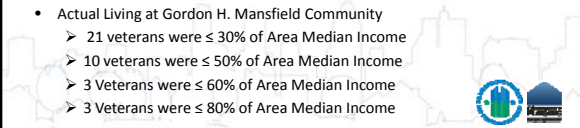
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**Community Pittsfield, MA**

**Use of HOME Funds**

- HOME Funds
  - \$720,000
  - Direct construction
    - 37 units
      - 7 apartments designated for veterans who are < 50% of Area Median Income - \$32,850
      - 30 apartments designated for veterans who are ≤ 60% of Area Median Income - \$26,280
- Actual Living at Gordon H. Mansfield Community
  - 21 veterans were ≤ 30% of Area Median Income
  - 10 veterans were ≤ 50% of Area Median Income
  - 3 Veterans were ≤ 60% of Area Median Income
  - 3 Veterans were ≤ 80% of Area Median Income



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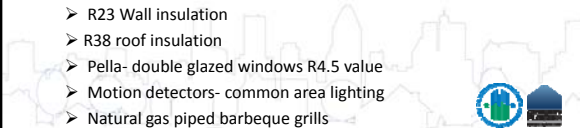
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**Gordon H. Mansfield Veterans Community Pittsfield, MA**

**Sustainability**

- Energy Efficiency and Green Building
  - Forty (40) kilowatt photo-voltaic array of over two hundred (200) panels
  - 93-95% High efficiency gas fired modular boiler system
  - EnergyStar compact fluorescent lighting
  - EnergyStar appliances
  - R23 Wall insulation
  - R38 roof insulation
  - Pella- double glazed windows R4.5 value
  - Motion detectors- common area lighting
  - Natural gas piped barbeque grills



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### Community Pittsfield, MA

#### Ownership with Supportive Services

- Cooperative Ownership
  - Veterans own where they live
  - Equity return of an estimated 35% of rental
  - Tax payers
  - Peer managed
  - Self governed - Board of Directors is made up of residents
- Platform of Services
  - Comprehensive case management
  - Mental health services
  - Interpersonal services and support
  - Employment and training services
  - Substance abuse treatment
  - Financial literacy
    - Personal banker @ Berkshire Bank



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### Gordon H. Mansfield Veterans Community

#### Pittsfield, MA

#### Rental Subsidy

- HUD-VASH
  - 29 Mobile HUD-VASH certificates
    - Onsite VA case management ratio of 1:25
  - Guarantee's veteran will remain a resident even in the event of loss of income
  - Collaboration with onsite Soldier On case manager and HUD-VASH case manager



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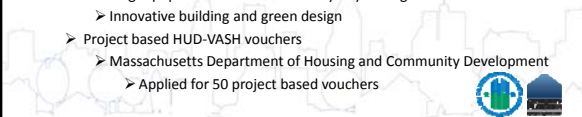
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### Gordon H. Mansfield Veterans Community

#### Anticipated Project

- Leeds, MA
  - Enhanced Use Lease
    - \$1,000,000 development capital
    - Approximately 9 acres
    - Located on the VAMC campus in Leeds, Massachusetts
  - Veterans Administration VAI2 award
    - \$7,100,000
    - 50 Units
    - Target population – frail and elderly 50yrs of age or older
    - Innovative building and green design
  - Project based HUD-VASH vouchers
    - Massachusetts Department of Housing and Community Development
      - Applied for 50 project based vouchers



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**Gordon H. Mansfield Veterans Community**  
**Why Limited Equity Cooperative for Homeless Veterans?**

- Ownership Opportunity
  - Provides veterans the opportunity to own where they live
    - Provides a permanent safe and stable living environment
    - Effectively ends veteran homelessness
  - Affordability
    - Veterans buy a share of the cooperative at \$2,500
    - Rental fee based on unit; 1 bedroom - \$682, Studio - \$582
  - Equity
    - Veterans gain equity estimated at 35% of rental
- Diversity of Income
  - Homeless veterans income
    - Average income of veterans with disability payment - \$680 per month
    - Average income of veterans with employment - \$1208 per month



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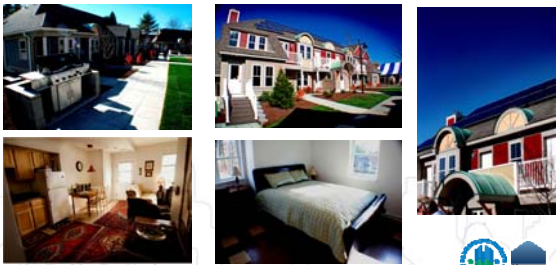
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**Gordon H. Mansfield Veterans Community Pittsfield, MA**  
**Limited Equity Cooperative Housing**

**Soldier On**



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